

Hurricane Sandy Response & Recovery

After Action Report (AAR)

Briefing For
US Army Corps of Engineers, Stakeholders,
Records and Implementation Teams

COL Paul Owen
Commander
New York District

LTC John Knight
Commander
NY-Recovery Field Office

23 MAY 2013



US Army Corps of Engineers
BUILDING STRONG®

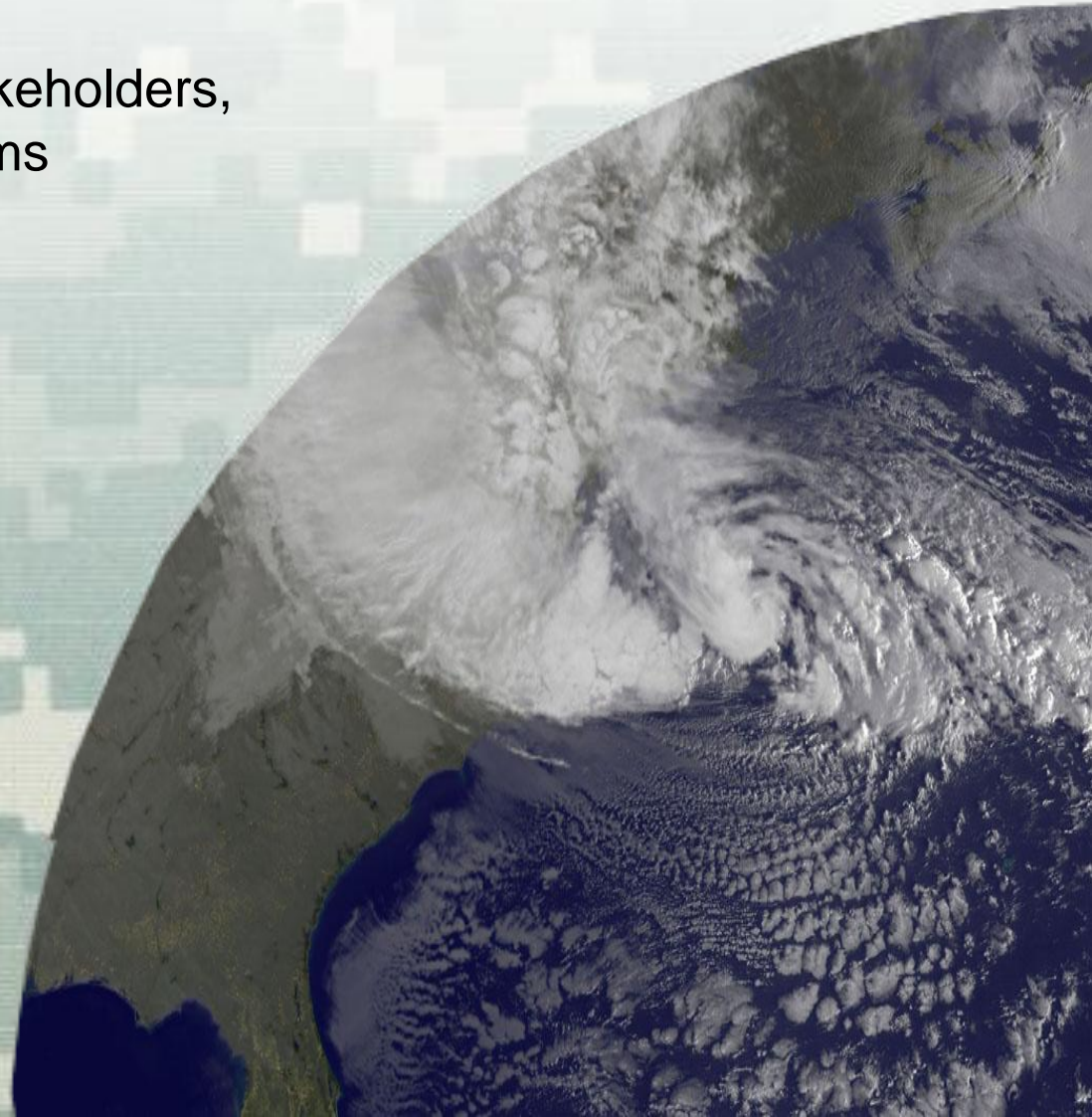


Table of Content

<u>Topic</u>	<u>Slide #</u>
Agenda -----	3
Timeline and Key Events -----	4
Response and Recovery Summary -----	5
Success Summary -----	6
Take Away Summary -----	7
Emerging Technologies -----	8
Focus Area #1 - Contracting -----	9-13
Focus Area #2 - Debris Removal -----	14-17
Focus Area #3 – MICA -----	18-27

Functional Areas

Command and Control -----	30-34
Personnel -----	35-38
Security -----	39-40
Operations -----	41-51
Logistics -----	52-54
Information -----	55-58
Way Ahead -----	59
Heros of the Day -----	60-61
Awards -----	62-65



AGENDA

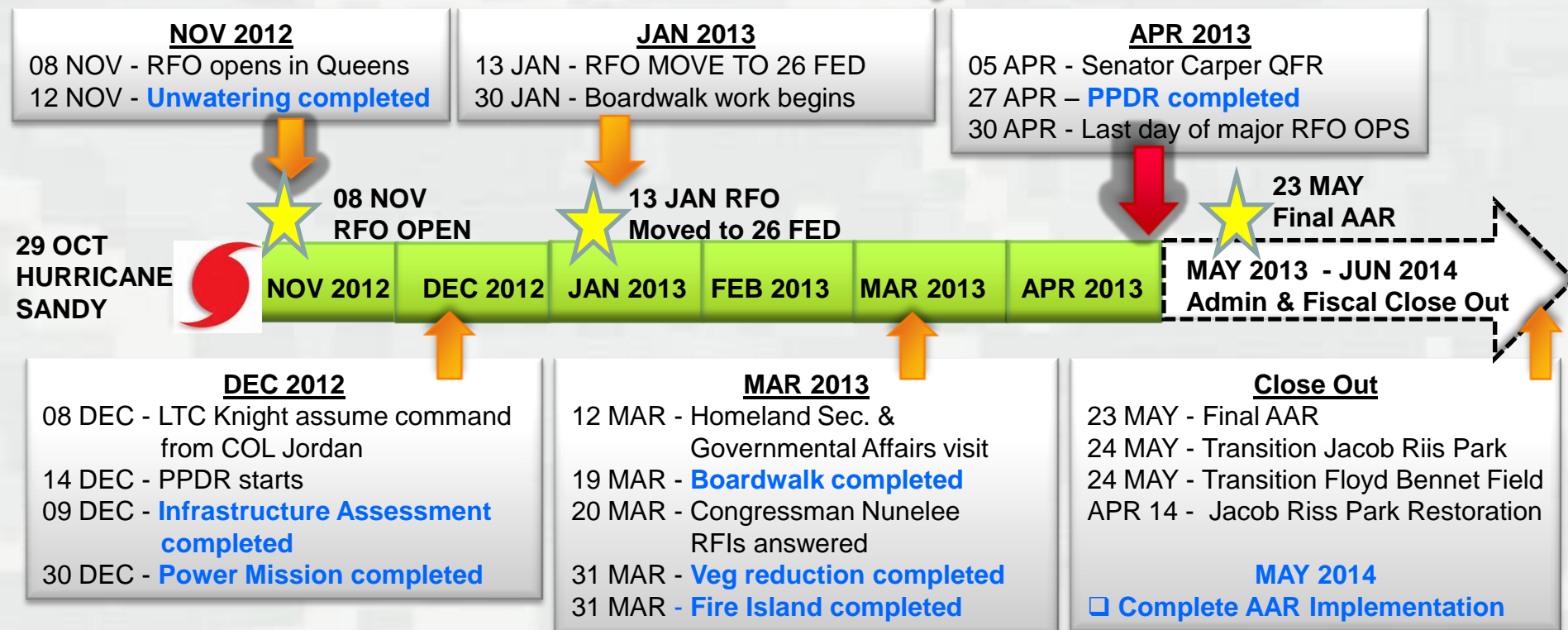
- Opening Remarks COL Owen
- Summary LTC Knight
- Focused Discussions
 - Contracting David King
 - PRT Kevin Jasper
 - MICA Bonnie Briggs

BREAK

- Functional Areas Sean O'Donnell
- Implementation Plan Allen Roos
- Heroes/Awards LTC Knight
- Closing COL Owen



Timeline and Key Events



Mission Assignments

- 02 Regional Activation - 31 OCT 12 (\$8.05M)
- 03 Public Information Officer - 04 NOV 12 (\$105K)
- 06 Technical Assistance - 30 OCT 12 (190K)
- 12 Recovery Field Office - 02 NOV 12 (\$700K)
- 09 NYC Debris Removal - 04 NOV 12 (\$182M)**
- 14 Infrastructure Systems Recovery Spt -12 NOV \$(440K)
- 15 Local Government Liaison - 16 Nov 12 (\$310K)
- 18 Fire Island - 24 Nov 12 (\$20.7M)**



Response and Recovery Summary

470 million gallons
from 14 locations



Unwatering (\$10 M)
231 million gallons of
water removed
- 9 locations
- 11 days

PPDR

506 properties removed



Emergency Power (\$18 M)

106 generators installed/deinstalled



Debris Total(\$203 M)

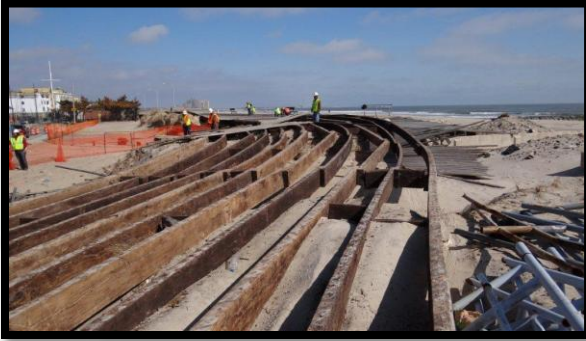
894,293 cy / 298, 097 Tons

760 USACE Personnel (38 Districts)



BUILDING STRONG®

Success Story



Beneficial Reuse (BR)

NYC

Fire Island

Resource	Total Quantity		Total Amount BR		Percentage of BR	
Boardwalk (LF)	126,775		103,905		82%	
Concrete (CY)	5,000		5,000		100%	
Vegetation (CY)	167,654	1,030	136,130	1,030	77%	100%
Sand (CY)	48,649	2,163	48,649	2,163	100%	100%



Take Aways

TOP 3

USACE
**Expeditionary
Contracting**

Debris Removal
**Manning
Readiness and
Capabilities**

**Mobile Information
Collection Application
(MICA)**

Trends & Themes

RSOI

Training

SOPs

Communications

Partnership-Stakeholders

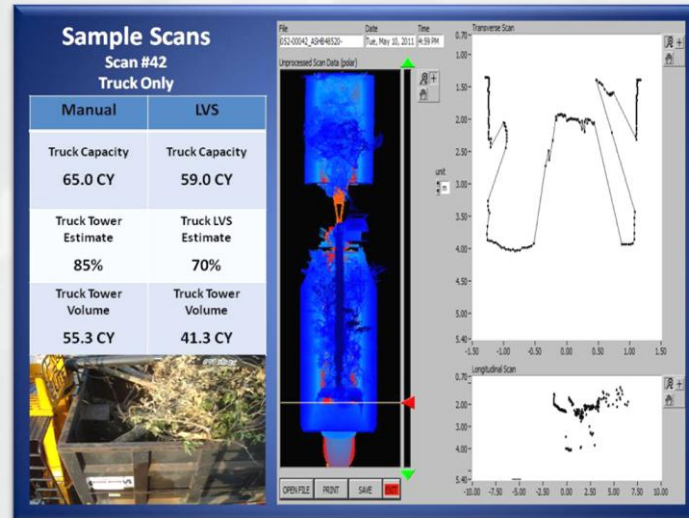
Emerging Technologies



Emerging Technologies

Debris Monitoring Utilizing Laser Technology

Mike Merritt
President
Recovery Management, Inc.



What It's Built Around

- RMI has developed laser technology to accurately and consistently measure debris loads at the dump site.
- The device is called a Load Volume Scanner or LVS.



With the LVS you will:

- Improve Accuracy
- Increase Consistency
- Speed up the process
- Reduce Errors
- Simplify Audit Process
- Reduce de-obligation risk



FOCUS AREA #1 - Contracting



CONTRACTING

- Contractor priorities at outset of the response
 - Undefined Contract Action (UCA)
 - Time & Material task orders for activities with unknown quantities
 - **New RFPs will be Cost-Reimbursement (requires more training)**
- Contractor manning
 - *2 x Contractor Officers (KO) for first 30-45 days*
 - Same primary KO for initial 120 days.
 - 2 x additional experienced contract specialists
 - 2 x additional contracting officer representatives (CORs) at mission start
- Host district CT involved from beginning to maintain continuity throughout
- Provide minimum 10-day transition time for change in personnel



ADVANCED CONTRACT INITIATIVE (ACI)

- USACE Policy, Process and SOP
 - Service Contract Act wage rates
- Items that need to be considered in new ACI RFPs
 - Use of prime / alternate ACI flexibility
 - Goals for subcontracting of small business
 - Encourage use of **emerging technologies** (MICA, LVS etc.) to measure debris more accurately (cy, tons)
 - Consideration of higher supplies/services rates for high cost metropolitan areas heavily dependent on union based labor within same region
 - New RFPs will have two wage rates; one for metropolitan areas and others



LOCAL BUSINESS TRANSITION (Stafford Act)

- Develop a strategic transition plan and include in **SOP**
 - Emphasis on market research and providing analysis to KO
 - Use/leverage host district personnel and networks
- Initiate transition from ACI contractor to local businesses at the outset
- Post a Sources Sought on FBO as soon as mission requirements are known; attach FAQ document to Sources Sought
- Conduct a RFO informational meeting (Industry Day) for local businesses to attend



SMALL BUSINESS

- 2-3 person dedicated Small Business team providing guidance and assist in the monitoring of ACI subcontractor plan
- District Deputy for Small Business provides training to local businesses who utilize subcontractors
- Include as part of **SOP** utilization of Division or other District Small Business personnel as back-up
- Effective advance planning for DD form 2579 approvals
- Contracts/Task Orders should limit subcontractor tiers to two



FOCUS AREA #2 – Debris Removal



FOCUS AREA #2 - DEBRIS REMOVAL

POSITIVES

- One District One Team
- MICA Implementation Test
- Significant Beneficial Reuse of Debris Streams
- Emergency Field Office (EFO) Establishment
- Environmental and Real Estate



DEBRIS PRT

CHALLENGES

- Experience and **Training**
- Fair Labor Standards Act (FLSA) Impacts on tour of duty duration
- Scope of Work Development and Cost Estimates
- Quantification, Tracking and Reporting
- **Standard Operating Procedures**



DEBRIS REMOVAL

RECOMMENDATIONS

- Further Development of MICA
- Evaluate **new technologies** for quantification
- Enhance Tracking and **Training** of PRTs
- Enhance ENGLINK to match PRT position with FLSA status
- Enhance **SOPs** for Field Staff
- Develop Standard Reporting Requirements
- Standardize and centralize **Reception, Staging, Onward-movement and Integration (RSOI)**



FOCUS AREA #3 - MICA



MICA – Mobile Information Collection Application

“EXTREMELY valuable” – Jerry Ptak, Infrastructure Assessment Team Lead, RFO

“MICA is the future” –
LTC Knight, Commander,
RFO

“MICA is a proper data
recording software for any
aspect of an emergency
response.” – Justin
Branham, Stumps QAS,
EFO



“I was very impressed with
its abilities.” – Duane
Pfouts, QA, EFO

“I like the concept of
having one device for data
collection, photos, &
notes.” – Chris Alvey,
Database Manager, RFO

“MICA is faster than the IKE/GATER. The devices made it easier to find and pull up information” – John Fay, PPDR QAS, EFO

“I could go on all day about the potential uses for this application. I honestly believe MICA and FREEBOARD should be the future of EM missions.” –
Andi Griffith, Database Manager, Fire Island



MICA Utilization Review

IA

Benefits

Onsite ERDC Team **Training**
Elimination of Paper Reports
Streamlined Process
Intuitive Software
Simple Hardware

Detractors

Battery Life

PPDR

Benefits

Immediate Availability of Pictures
Assessment Templates
No Transfer from Paper to Digital
FREEBOARD
Intuitive Software
Simple Hardware

Detractors

Training, Training, Training
SOPs for Placing/Updating Points
Progress Templates
Edit Capabilities for MICA Website
GPS Accuracy
Sync Failures
Corrupted Images
Battery Life
No Glare Screens for Otterboxes

Stumps

Benefits

Immediate Availability of Pictures
Assessment Templates
GPS
FREEBOARD
Intuitive Software
Simple Hardware

Detractors

Training, Training, Training
SOPs for Placing/Updating Points
Close-Out Templates
GPS Accuracy
Sync Failures
Corrupted Images
Battery Life



FREEBOARD

Private Property Debris Removal - Mozilla Firefox

maps.crrl.usace.army.mil:7778/apex/f?p=702

Most Visited Getting Started ECC Project P

North Atlantic Div US Army Field Reconnaissance

Home High Water Events Equipment

Mission Site Requests Private Property Debris Removal Private Property Debris Removal

Search

Saved Report = "Real Estate"

Debris Eligibility Flag = "Y"

Demolition Eligibility Flag = "Y"

Roe Status = "NOT SET"

Contract Real Estate Code Neighb

DACW51-9-13-1005 Queens

DACW51-9-13-1018 Staten Is

DACW51-9-13-1090 Queens

DACW51-9-13-1093 Queens

QNB2 DACW51-9-13-1094 Queens

DACW51-9-13-1099 Queens

Outbuildings Description none

ROE Signed 20-DEC-12

ROE Refused

Owner Contact Info

CATHEY JAY

69 WOODRUFF AVE

SCARSDALE, NY 10583

914-879-1323

Eligibility YES

Demo YES

PPDR YES

City Term DEMO

Work Order READY FOR CT

Hold Comments NOT SET

Work Order Comments

Approved for DEMO per FEMA. - SSM, 04MAR13.
Ready for CT - BAB 27Jan13

RACM NO

SACM YES

Sent To CT 03-MAR-13

Pre Inspection Date 10-Apr-13

EHP (SHPO) YES

HPD Cleared For Demo YES

Demolition Completed 10-APR-13

PPDR Removal Complete 11-APR-13

Backfill YES

Backfill On Lot Completed 11-APR-13

Contract Number QB3 DEMO

Fence 150

Vehicles License Num V135-HTZ

MICA Fields are Auto-Filled Upon Device Syncs

New Information Augments Raw MICA Data

BUILDING STRONG® FREEBOARD

Logout Settings Documentation Help

Free Evaluation (LIS/LIT) Map Viewer Reports

NOT SET	WAITING FOR ROE	-	View Report
NOT SET	HOLD	WAITING FOR ROE	View Report
NOT SET	HOLD	WAITING FOR ROE	View Report
NOT SET	HOLD	WAITING FOR ROE	View Report
NOT SET	HOLD	WAITING FOR ROE	View Report
NOT SET	HOLD	WAITING FOR ROE	View Report
NOT SET	HOLD	WAITING FOR ROE	View Report

FREEBOARD

Private Property Debris Removal - Mozilla Firefox

maps.crrel.usace.army.mil:7778/apex/?p=702:123:1446562494207401::NO

Most Visited Getting Started ECC Project Portal Site... Inspection Sites Report Mobile Information C... Nad Stump Requests Server Login

North Atlantic Division
US Army Corps of Engineers
 Field Reconnaissance Emergency Equipment Brokering Operational Assignment Regional Defense BUILDING STRONG® FREEBOARD

Home High Water Events Equipment and Deployments Persons and Organizations Sector Management

Mission Site Requests Private Property Debris Removal Hazardous Stump Removal Backfill Sources

Private Property Debris Removal

Go Reports 3. Real Estate Actions

Saved Report = "Real Estate"
 Debris Eligibility Flag = 'Y'
 Demolition Eligibility Flag = 'Y'
 Roe Status = 'NOT SET'

Filter

Rows Per Page
 Format
 Flashback

Filter Type ☒ Column ☐ Row
 Column Operator Expression
 Debris Eligibility Flag = Y

Cancel Delete Apply

Download

Easily Filtered for Specific Information Queries

Roe Status	Work Order	Hold Comments	Sent To Ct	Report Link
NOT SET	HOLD	WAITING FOR ROE	-	View Report
NOT SET	HOLD	WAITING FOR ROE	-	View Report
NOT SET	HOLD	WAITING FOR ROE	-	View Report
NOT SET	HOLD	WAITING FOR ROE	-	View Report
NOT SET	HOLD	WAITING FOR ROE	-	View Report
NOT SET	HOLD	WAITING FOR ROE	-	View Report
NOT SET	HOLD	WAITING FOR ROE	-	View

BREEZY PO COOPERAT
 CHIRCO, LEI
 ANTHONY J ASARO
 C&J HULSBI



BUILDING STRONG®

Create Customizable
Lists for Mission and
Staff Updates

FREEBOARD

Create Customizable
Charts for Mission and
Staff Updates

1. Primary Report

Default

1. Primary Report
2. Assess Form and Folder Labels
3. Assessments by Boroughs (Chart)
4. Contracts Tracker
5. Database Checks
6. Demo Debris Tracker
7. Eligibility (Chart)
8. Eligible Demos EHP(SHPO)
9. FREEBOARD/ MICA Attributes
10. June's List
11. LGL List
12. MUB numbers
13. MUB PPDR only
14. Need ROE Debris
15. Need ROE RedDemo
16. Office Engineer Look
17. PPDR (TE) Daily Statistics
18. PPDR Ready for CT
19. Properties Assessed (Chart)
20. ROEs by Boroughs
21. ROEs Signed by Boroughs
22. Sent to CT TOTAL
23. Streamlined Columns
24. USACE PPDR Sheet - All Columns
25. Vehicles/Boat List

QUEENS - 627

BRONX - 4

BROOKLYN - 141

STATEN ISLAND - 212

Work Order	Hold Comments	Sent To Ct	Report Link
HOLD	WAITING FOR ROE	-	View Report
HOLD	WAITING FOR ROE	-	View Report
HOLD	WAITING FOR ROE	-	View Report
HOLD	WAITING FOR ROE	-	View Report
HOLD	WAITING FOR ROE	-	View Report
HOLD	WAITING FOR ROE	-	View Report
HOLD	WAITING FOR ROE	-	View

FREEBOARD

Private Property Debris Removal - Mozilla Firefox

maps.crel.usace.army.mil:7778/apex/?p=702:123:1446562494207401::NO

Most Visited Getting Started ECC Project Portal Site... Inspection Sites Report Mobile Information C... Nad Stump Requests Server Login

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US Army Corps of Engineers
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BUILDING STRONG® FREEBOARD

Logout Settings Documentation Help

Home High Water Events Equipment and Deployments Persons and Organizations Sector Management **Missions** Levee Evaluation (LIS/LIT) Map Viewer Reports

Mission Site Requests Private Property Debris Removal Hazardous Stump Removal Backfill Sources

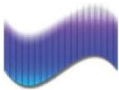
Private Property Debris Removal

Go Reports 3. Real Estate Actions Create Run Update

Saved Report = "Real Estate"
 Debris Eligibility Flag = "Y"
 Demolition Eligibility Flag = "Y"
 Roe Status = "NOT SET"

Contract No	Real Estate Code	Neighborhood	BIN	Address	Ownername	Debris Eligibility Flag	Demolition Eligibility Flag	Assessment Completed	Roe Status	Work Order	Hold Comments	Sent To Ct	Report Link
QB3 DEMO	DACW51-9-13-1005	Queens	4465819	167 OCEANSIDE AVENUE	BREEZY POINT COOPERAT	Y	Y	01/24/2013 00:00	NOT SET	HOLD	WAITING FOR ROE	-	View Report
SI Contract D	DACW51-9-13-1018	Staten Island	5063885	39 FOX BEACH AVENUE	CHIRCO, LENORA	Y	Y	01/22/2013 00:00	NOT SET	HOLD	WAITING FOR ROE	-	View Report
QNB2	DACW51-9-13-1090	Queens	4435483	160-02 102 STREET	ANTHONY J ASARO	Y	Y	01/31/2013 00:00	NOT SET	HOLD	WAITING FOR ROE	-	View Report
-	DACW51-9-13-1093	Queens	4297594	18-34 CHANNEL ROAD	C&J HULSBURG	Y	Y	01/31/2013 00:00	NOT SET	HOLD	WAITING FOR ROE	-	View Report
QNB2	DACW51-9-13-1094	Queens	4297618	20-06 DEMEREST ROAD	SAW, CLARICE C	Y	Y	01/31/2013 00:00	NOT SET	HOLD	WAITING FOR ROE	-	View Report
-	DACW51-9-13-1099	Queens	4466200	28 MARION	BREEZY POINT	Y	Y	01/30/2013 00:00	NOT SET	HOLD	WAITING FOR ROE	-	View Report





Property ID #:	DACW51-9-13-1005		Private Property Debris Removal Eligibility Assessment			
Building Class:	?????					
Demo Site (Y/N):	?????		Right of Entry Recieved?	N	Eligible:	Y
Lat:N-	40.558278		Applicant:	NY	Borough:	queens
Long:W-	-73.919503		Address:	167 Oceanside Ave		
Size of Structure:	54 Ft(L) X	15 Ft(W)	Name of Inspector(s):			

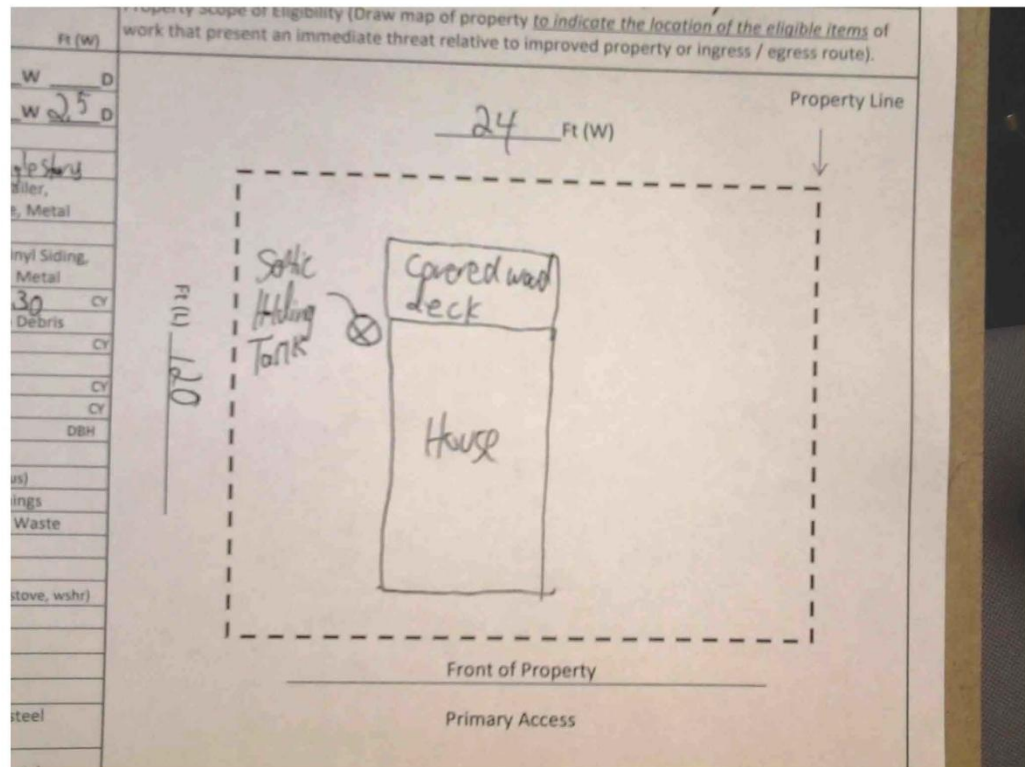
N	Basement	L	W	D
Y	Crawl Space	54 L	15 W	2.5 D
Y	Septic Tank			

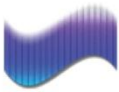
Dwelling Description:			
Modular	Masonry	Wood	
Trailer	Vinyl Siding	Stucco	
Masonite	? Metal		

Outbuildings Description:			
Masonry	Wood	Modular	
Vinyl Siding	Stucco	Masonite	
? Aluminum	Metal	Trailer	

Y	99.	Sand	30 CY
Y	2.	Construction and Demo Debris	198 CY
N	3.	Exposed Rootballs	CY
N	4.	Vegetative Debris	CY
N		Stump	DBH
N	5.	Hazardous limb(s)	
N	6.	Tree removal (hazardous)	

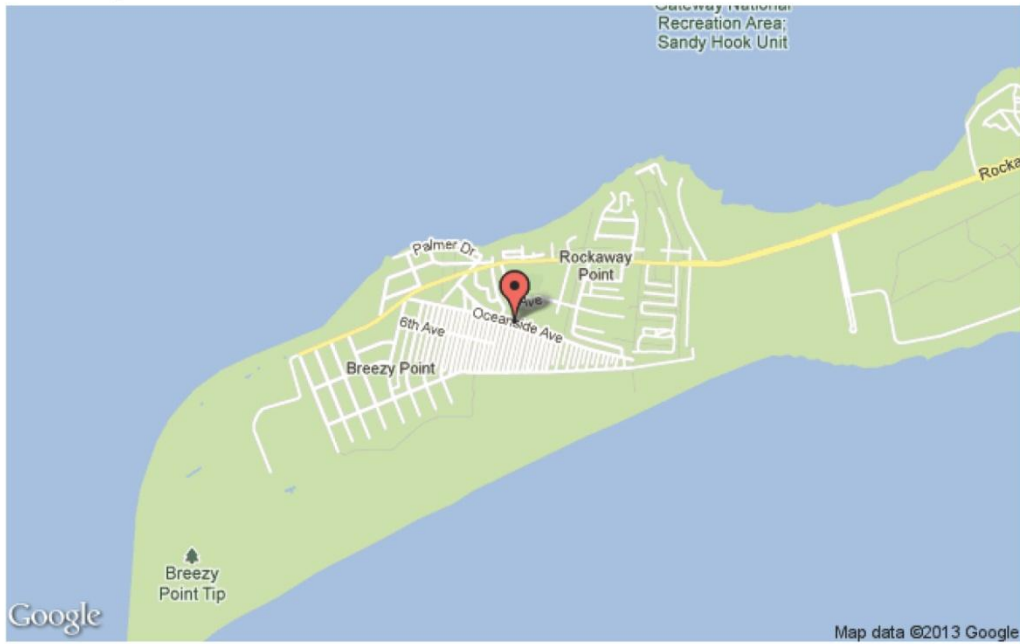
Property Sketch





FREEBOARD Inspection Site

Site Map



Site Photos

Signature

shed



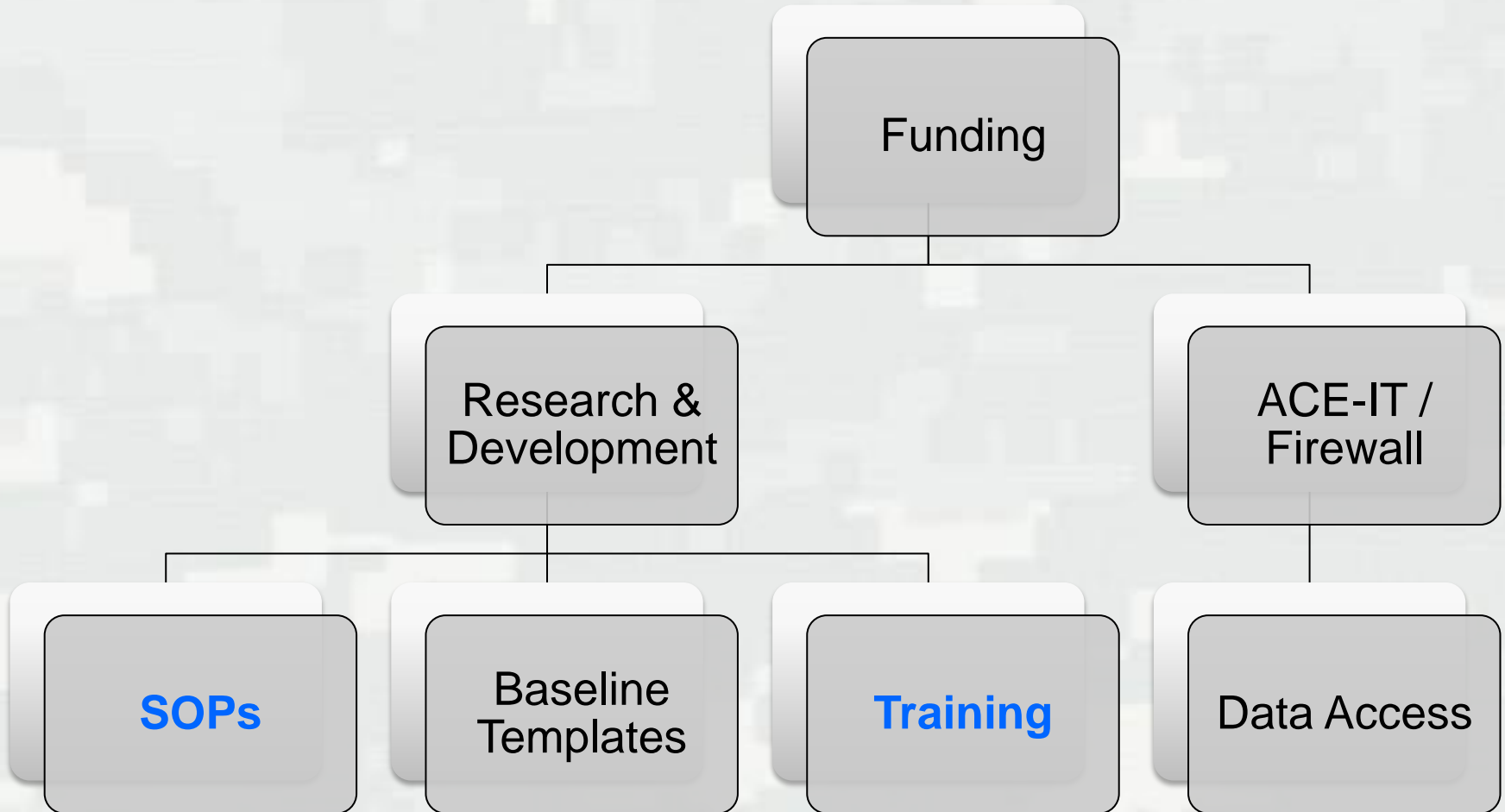
left



front



RECOMMENDATION



AAR BREAK



AAR Part II

Functional Areas

Command and Control
Personnel
Security
Operations
Logistics
Information



COMMAND AND CONTROL



SUCSESSES – C2

- Emergency Management Support to RFO
- Safety was integrated into all aspects of the mission and into the planning process
- Quick access to city and county parcel GIS datasets via NAN/NAD GIS section
- Communication between Safety Manager and Contractor Safety Team
- Fast set up of initial RFO in College Point with successful RSOI process
- Smooth move and transition from RFO in College Point to RFO in Manhattan



COMMAND AND CONTROL - RFO

ISSUE

Lack of **Communication** between C2 nodes

DISCUSSION

Communication between RFO, PRT Management, and the field offices was lacking mainly at beginning of the mission

Emergency Field Offices (EFO) operated in a vacuum – too many instances EFOs overlapped each other's area of responsibilities

RECOMMENDATION

Enforce rigorous centralized **RSOI** to ensure deployed personnel understand clear roles and responsibilities, CCIRS & **SOPs**

Battle Captain position is key - must be the "flux capacitor" of information flow

Establish Battle Captain at EFO level

IMPLEMENTATION

Distribute RFO **SOP** to USACE EOCs and PRTs and integrate into to annual readiness **training**

Enforce during mission execution



COMMAND AND CONTROL - PRT

ISSUE

Planning Response team lacks enough contracting officer representatives (COR) experience

DISCUSSION

Personnel in key field positions such as Area Engineer, Resident Engineers, and Quality Assurance Supervisors did not have enough COR **training** and experience to provide quality oversight of contractor work

RECOMMENDATION

Identify Area Engineer, Resident Engineers, and Quality Assurance Supervisors to be COR **trained**

As a minimum above positions should be **trained** as Contracting Officer Technical Representatives (COTRs)

IMPLEMENTATION

Update and publish RFO **SOP** USACE wide

District EOCs and PRTs **train** and certify team before deployments



COMMAND & CONTROL - ESF#3

ISSUE

Lack of **communication** between ESF #3 and Recovery Field Office

DISCUSSION

At times ESF 3 personnel perceived a mis-trust between ESF 3 and RFO

Some perceived that if ESF 3 personnel were not **communicating** with RFO “face to face” their input would not be used

RECOMMENDATION

Set tone early during **RSOI** the importance of virtual **communication**; Additionally, stress importance of team work and “all inclusive value added”

IMPLEMENTATION

Enforce **Standard Operating Procedures** during execution



PERSONNEL



HUMAN RESOURCES

ISSUE

Lack of rigorous **RSOI** process

DISCUSSION

Difficult to track staff assigned to the NY RFO due to several factors:

- Inexperienced HR and ENGLink staff
- ENGLink program issues
- Staff assigned to incorrect mission assignment
- First responders did not **RSOI**

RECOMMENDATION

Assign staff with deployment experience and **training** in their area of responsibility at the beginning of the mission.

Allow time for efficient personnel transition, “left seat, right seat”.

IMPLEMENTATION

Communicate need for experienced personnel with HR community and ENGLink Strike team

Develop a RFO guidance document for future Mission Support Officers



HUMAN RESOURCES

ISSUE

Mismatched Fair Labor Standards Act (FLSA) Status

DISCUSSION

When deployed personnel have a mismatch FLSA it affects their salary, shortens deployment and reimbursement from FEMA

RECOMMENDATION

The supporting District EOC should go over the duty description for the tasker to ensure the FLSA status are matched. EngLink should display and indicate a mismatched FLSA.

IMPLEMENTATION

Readiness Support Center needs to update the EngLink Program



OFFICE OF COUNSEL

ISSUE

Lack of Service Contract Act (SCA) Enforcement

DISCUSSION

USACE lacks SCA enforcement authority which makes it difficult to ensure proper wages being paid. For example numerous times on NYC Debris mission the subcontractor was not paying their employees in accordance to the rates of the SCA.

RECOMMENDATION

Establish immediate contact with local Department Of Labor to seek assistance or authority to interview workers

IMPLEMENTATION

The RFO can implement recommendation locally if HQ agrees that USACE should seek interview authority from DOL. OC submit request to HQ and DOL for delegation authority to be handled by RFO. Once approved integrate into RFO-SOP. Estimated time of completion November 2013.



SECURITY



SECURITY

ISSUE

Getting deployed personnel on TDY in federal building after hours

DISCUSSION

When CACs were not activated with GSA to gain access to the building another employee/supervisor would have to leave work to sign in person resulting in slow **RSOI** process

RECOMMENDATION

As a part of **RSOI** deployed personnel need to stick to established procedures to ensure that pre-deployment procedures are accomplished beforehand

IMPLEMENTATION

Centralize **RSOI**



OPERATIONS



Successes - EOC Operations

- Local ACE-IT located and updated usable laptops in a timely manner
- NAN existing relationships with local entities (Port Authority, MTA, NYC OEM) quickly allowed the Unwatering Task Force to effectively respond to the ever changing tasks
- NAN Real Estate was critical in finding a Recovery Field Office and negotiating a lease quickly while 26 Federal Plaza was unoccupied
- NAN EOC never shut down and adapted quickly to the event by relocating to Ft Hamilton and establishing an Alt-EOC until power returned to 26 Federal Plaza
- Pre-Sandy training and recruitment for EOC Cadre prepared volunteers
- Pre-Sandy trained NAN LNO Cadre was put to full use at NYCOEM, NYSOEM and NJROIC throughout the response and were critical in providing interagency coordination



Successes – RFO Operations

- Debris team worked closely w/Safety to prepare planning integration documents
- Environmental Compliance was integrated into all aspects of mission planning/execution - team dynamic resulted in a force multiplier effect
- Environmental team became a resource to others due to breadth of mission understanding, relationships and completeness of administrative records
- Stellar Beneficial Re-use – Hooah!!
- Local Government Liaison consistently received accolades from FEMA



EOC

ISSUE

Non-existent procedure for handling public inquiries to District EOC during early response

DISCUSSION

Talking Points developed by PAO were instrumental in directing inquiries to the appropriate staff, however EOC Cadre needed backup

Project Managers should handle more detailed inquiries

RECOMMENDATION

EOC establish, with PAO's guidance, a clear **SOP** for handling general public inquiries

Assign PAO rep to EOC during early response phase

IMPLEMENTATION

Reinforce **SOP** during EOC Cadre training and activation



CIVIL WORKS

ISSUE

Pre and Post Storm Beach Surveys were inaccurate and not timely

DISCUSSION

NAP conducted pre and post storm surveys to determine lost sand quantities. NAN relied on LIDAR data collection to determine quantity calculations in PIRs for damage estimates; very time consuming and limited in some cases.

RECOMMENDATION

Develop authority and funding mechanisms for annual beach surveys

IMPLEMENTATION

Proceed for new authority



UNWATERING

ISSUE

Currently Unwatering teams are limited in their capabilities and resources

DISCUSSION

No pre-scripted mission or permanent PRT, which limits funding for training and acquisition strategies

RECOMMENDATION

Establishing an advance contract or formalizing sharing of contract capacities for unwatering to enable rapid mission start-up and execution

IMPLEMENTATION

Employ subject matter experts in conjunction with local personnel to effectively address the unwatering needs



POWER

ISSUE

More pre-storm assessments of emergency power needs in critical infrastructure needed

DISCUSSION

While prior year exercises (assessments) of NYC critical infrastructure was conducted with 249th EN BN, NYCOEM, and neighboring counties OEMs in many areas were addressed, many more need to be done

RECOMMENDATION

Discuss ways and means to have more pre-storm assessments performed by 249th EN BN and others

IMPLEMENTATION

Add to the next meeting of the 40-County Regional Catastrophic Planning Team (RCPT)



SAFETY

ISSUE

Deployed personnel lack safety construction focus **training**

DISCUSSION

Personnel arrived w/o medical clearances and required PPE which delayed in processing and ability to begin work

Personnel from varied professional backgrounds, had limited knowledge of construction safety requirements

RECOMMENDATION

EOCs provide employee with Basic Safety **training** prior to deploying; provide more in-depth **training** for those working QA/field supervisory positions

IMPLEMENTATION

HQ Safety and District Safety Office and EOC



ENVIRONMENTAL

ISSUE

Untimely closeout of temporary storage Sites (TSS)

DISCUSSION

USACE had limited control of establishing TSS:

- DSNY had established temporary debris storage without baseline conditions
- ROW-R occurred without adequate segregation necessitating disposal as MSW
- Incomplete accounting for debris entering the sites

RECOMMENDATION

Establish a baseline survey before USACE assumes control

Coordinate protocol with local government

Require 24-hr security until USACE is no longer responsible for the site

IMPLEMENTATION

Update and publish RFO's **SOP** USACE wide



SUBJECT MATTER EXPERT (SME)

ISSUE

Lack of sufficient experience in several PRT personnel led to an inability to plan or execute time sensitive debris recovery

DISCUSSION

Office Engineers, Mission Managers, Action Officers, QAS deployed without sufficient skill set/training to perform their duties with timeliness, quality, transparency, etc - e.g. Stump removal data base, SOS development, QA report writing

RECOMMENDATION

Each PRT assigned a few experienced personnel who can mentor and lead teams with PRT members who lack experience.

IMPLEMENTATION

Before and during deployment, inexperienced PRT members should be teamed with a senior member for mentoring purposes



INFRASTRUCTURE ASSESSMENT

ISSUE

Lack of IA PRT member at the EOC created inefficiency

DISCUSSION

Coordination between PRT and impacted district was being organized out of the RFO Operations Center when it should have been conducted through the impacted District's EOC with an embedded IA PRT member

RECOMMENDATION

Embed a member of the IA Team at the impacted district's EOC

IMPLEMENTATION

Include in **SOP**



LOGISTICS



Successes - Logistics

- Logistics team was able to locate lodging at or near Gov't rates for all incoming personnel despite extreme room shortages from Hurricane Sandy, Special Events, and Holiday Season
- Logistics was effectively integrated in all planning stages
- Creation of Cross Labor Charge Codes
- Embedded RFO Timekeeper
- Embedded Travel Order/Travel Voucher POC
- Co-located Team function personnel (HR/RM/ENGLink/Admin Support)



LOGISTICS

ISSUE

GPC approving/billing official (AO/BO) was not involved with RFO mission which caused delays

DISCUSSION

AO/BO directed the GPC holder to only purchase through EMALL even though emergency procedures allow local sources. Also, AO/BO was not available to approve night or weekend purchases causing delays

RECOMMENDATION

Change GPC approval authority to a capable individual in the RFO

Logistics must have GPC capability

IMPLEMENTATION

Make one of the supervisory positions such as Mission Support Manager the AO/BO with the appropriate **training** before deployment



INFORMATION



SUCCESSSES - INFORMATION

- Centralized web-based database for ROE tracking prevented spreadsheet madness and provided one source of truth
- ACE-IT EERT was remarkably responsive and quickly established/maintained excellent service throughout the mission
- Establishment of PAO Informational Media Cards



PUBLIC AFFAIRS OFFICE

ISSUE

Lack of PAO continuity

DISCUSSION

Once trust and communication had been established among all parties, employees were redeployed and relationships had to be rebuilt with the various stakeholders and other agencies

RECOMMENDATION

Avoid frequent turnover of personnel

Create and establish Continuity Books

IMPLEMENTATION

Create a binder of **SOP** including:
Delineating responsibilities, potential issues, media and community relations guidance, email protocol, list of key contacts to avoid random requests for Congressional Staff Offices, City agencies, etc



INTERNAL REVIEW

ISSUE

Lack of oversight and availability of QAs

DISCUSSION

Availability of QA's were not sufficient during the early stages of the mission to monitor and inspect the work being Performed

Placard identification not present on vehicles

RECOMMENDATION

Ensure QA's are involved as soon as PRT's are activated

IMPLEMENTATION

Have requirement as part of the PRT **SOP**



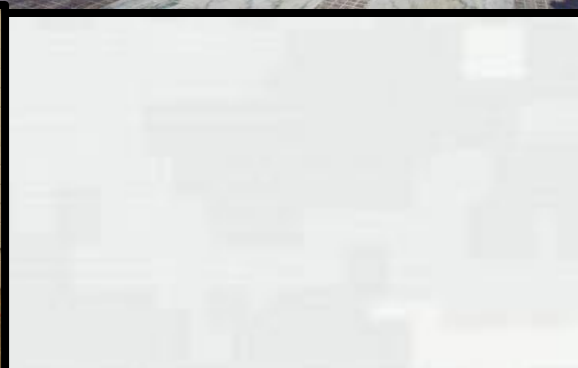
Way Ahead

- NAN maintains tracker at NAN EOC
Emergency Management POC: Mr. John Beldin-Quinones (917-790-8501)
email: CENAN-OP-E@nan02.usace.army.mil
- Use multiple avenues throughout the year to implement change via
 - USACE and FEMA - Remedial Action Program (RAP)
 - Local/State Joint exercises
 - PRT Training
- Communicate Change
 - Share Corps-wide
 - Standardize SOPs
 - Distribute to the EM community
- Take Home Package <https://team.usace.army.mil/sites/NAD/PDT/RFO-NY/default.aspx>





HEROES OF THE DAY



HEROES OF THE DAY

October	December	January	February	March	April
Ron Pinzon	Rob Jarema	Esther Tinort	Misty Jones	Dan Unger	Carol Ohl
Mike Hogg	Larry Young	Greg Cardwell	Carleton Fong	AR Smith	Marti Sedgwick
November	Kevin Jasper	Tim Gouger	Roger Blankenship	Fire Island Team	Robbie Powers
Jamie Robb	John Halverson	Kevin Merenda	Marilyn Phipps	Ryan Sands	Wesley Wright
Daria Van Liew	Jay Hershey	Alex Bachowski	David King	Sean O'Donnell	Oscar Lopez
Kim Johnson	Duane Alston	Susan Newby	Boyd Moser	Patrick Shutt	Eric Cheng
Steve Watson	Stacey Purifoy	Erika Mark	Perry Copes	Ken Baker	Lance Yearby
Mitch Green	Justin Hake	Kimberly Martin	Melissa Alvarez	Luis Alejandro	Angela Bradley
Adam Collias	Bill Tully	Coralie Wilhite	Robert Hanna	Jason Cain	Kimberly Haddox
David Himmerich	Andi Griffith	Patrick Moes	Lawrence Lin	Greg Hales	Quyet La
Faith McBride	Sabrina Cinder	Adam Birkland	Camilo Chavarria	Steve Motoike	Kim Martin
Miles Johnson	John Campbell	Fred Strickland	Jeff Ergle	Chris Brackett	Sally Garcia
Peter Navesky	Bernard Griffin	Lucia Gamba	Martin Dougherty	James Wilhite	Allen Roos
LTC Joseph Davis	Josh Jimmerfield	Mary Haynes	Marilyn Phipps	George Minges	Brittney Hyde
Piper Hendershot	Bill Slezak	Bryan Holm	Robert Bayham	Justin Branham	James Moore
Mikell Moore	Luis Rosado	Katherine Meadows	Chris Botz	John Fay	Ajmal Niaz
Mike Oseback	Marsha Schreiber	Michael Shields	Damon Stacy	Stump Team	Eleanor Ervin
Dean Matuszowski	Cecil Jernigan	Larry Kelley	Bo Ansley	Merissa Lara	Marti Sedgwick

AWARDS



COMMANDER'S AWARD FOR CIVILIAN SERVICE

- Robert Powers II
- Daria Van Liew
- James Robb
- Susan Newby
- Bonnie Briggs
- Kevin Jasper
- Daniel Unger
- Isalia Garcia
- Esther Tinort
- Kevin Merenda



ACHIEVEMENT MEDAL FOR CIVILIAN SERVICE

- Oscar Lopez
- Wesley Wright
- Erika Mark
- Lawrence Lin
- James Wilhite
- Sandra Montagne
- **James Moore**
- Alex Bachowski
- Margaret Sedgwick
- Robert Jarema
- Misty Jones
- Timothy Gouger
- Eric Cheng
- John Fay
- Larry Kelley



CERTIFICATE OF ACHIEVEMENT

- Marsha Schreiber
- John Campbell
- Stephen Watson
- David Stanton
- Justin Branham
- Damon Stacy
- Jeffrey Hawk
- Peter Navesky
- **David King**
- Kevin O'Brien
- Adam Birkland
- Louis Snead
- Dianna Jefferies
- Martin Dougherty
- Andi Griffith
- Carol Ohl
- Dale Hamilton
- Ryan Sands
- Coralie Wilhite
- Luis Alejandro
- Sean Dowling
- Gregory Hales
- **Kimberly Haddox**



CLOSING REMARKS

